

## SYLLABUS

# Audit Quality Management Specialist

Building on the designed competency framework, the syllabus was developed to translate identified competencies into structured educational content. The AQMS competencies are meant to complement an auditor's existing skill set. With this in mind, we've identified certain foundational competencies to be included as part of the education and entry requirements.

To ensure a well-rounded approach, the syllabus prioritises competencies that aren't already covered in the auditor's competency framework. This syllabus will serve as the foundation for the course outline, shaping the development of learning materials. The AQMS competency framework has been organised into three papers:

- A foundational paper
- Two specialised papers on quality risk management and monitoring & remediation

Additionally, the syllabus defines key objectives and lays out the structure of the educational programme. Below are the details of the syllabus and the competencies covered in the entry requirements:

- **Table 1: Foundational Paper**
- **Table 2: Quality Risk Management Paper**
- **Table 3: Monitoring and Remediation Paper**
- **Table 4: Competencies addressed in the entry requirements**

TABLE 1: Foundational Paper			
Ref.	Competencies	Syllabus objective	Syllabus details
CC1.3	Explains the new approach to audit quality management as defined in applicable standards	By the end of the course, you will explain the new approach to audit quality management in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"><li>• Purpose and scope of the revised ISSAI 140</li><li>• Overview of the revised ISSAI 140</li><li>• Key principles and organisational requirements outlined in ISSAI 140</li><li>• Differences between the QA/QC terminology and QM as defined in revised in ISSAI 140.</li><li>• Eight interrelated components of SoAQM</li></ul>
		By the end of the course, you will explain the QRM process, including the process	<ul style="list-style-type: none"><li>• Establishing quality objectives</li><li>• Identifying and assessing quality risks</li></ul>

TABLE 1: Foundational Paper			
Ref.	Competencies	Syllabus objective	Syllabus details
		of Engagement Quality Review, in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Linking of business risks or SAI-level risks to audit quality risks</li> <li>• Designing responses to quality risks, examples of responses</li> <li>• Linking the process to the SAI's existing operational cycle</li> <li>• Key principles and purpose of EQR.</li> </ul>
		By the end of the course, you will explain the monitoring and remediation process in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Discuss the purpose of monitoring and remediation.</li> <li>• Definition of operational roles and responsibilities and link to existing structures within the SAI.</li> <li>• Policies and procedures necessary to support the MR function.</li> </ul>
		By the end of the course, you will explain the evaluation process including the development of conclusion in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Evaluation process (information sources, evaluating findings)</li> <li>• Deciding on the appropriate conclusion</li> </ul>
CC1.4	Defines the responsibilities for the System of Audit Quality Management and the roles of the Audit Quality Management Specialist	By the end of the course, you will define your roles and responsibilities as an audit quality management specialist that will support the responsibilities identified in the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Core competencies of AQMS</li> <li>• Need for an audit quality management specialist</li> <li>• Roles and responsibilities of an AQMS</li> <li>• Eligibility requirements for the certain roles and responsibilities</li> </ul>
CC1.5	Sets up the System of Audit Quality Management	By the end of the course, you will facilitate the needs analysis process to the extent that it will enable identifying the strengths and opportunities in the existing system to implement the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Description of the needs analysis process</li> <li>• Tools and information sources, including those from other frameworks or existing mechanisms in the SAI (CRISP, SAI PMF etc) that have an impact on audit quality</li> <li>• Output of the needs analysis and action plan with change management strategies</li> <li>• Linkage of the needs analysis results with the QRM process</li> </ul>
		By the end of the course, you will identify fit-for-purpose solutions to setup SoAQM in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Different options and actions in setting up the system and key quality management processes</li> </ul>

TABLE 1: Foundational Paper			
Ref.	Competencies	Syllabus objective	Syllabus details
		By the end of the course, you will design the SoAQM policy based on the results of the needs analysis.	<ul style="list-style-type: none"> <li>Understanding the SAI context and structure in terms of system setup and application of the appropriate options/actions</li> <li>Development of SoAQM policy</li> <li>Development of implementation guidance, handbook, and other guidelines</li> </ul>
CC1.6	Documents the design, implementation and operation of the System of Audit Quality Management	By the end of the course, you will define minimum documentation for the design, implementation and operation of the System of Audit Quality Management in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>Purpose/need for documentation in SoAQM</li> <li>Minimum documentation requirements for each aspect of the System</li> <li>Responsibilities for preparing and retaining the documentation</li> </ul>
CC3.3	Uses effective facilitation skills	By the end of the course, you will facilitate the set-up or actual operation of certain aspects of SoAQM as per the roles of AQMS.	<ul style="list-style-type: none"> <li>Facilitation roles of AQMS in the setup or operation of certain aspects of SoAQM</li> <li>Basic facilitation skills for AQMS</li> </ul>
CC4.3	Leads organisational change	By the end of the course, you will design effective change management strategies to support the design, implementation and operation of SoAQM.	<ul style="list-style-type: none"> <li>Challenges and issues in designing, implementing and operating SoAQM</li> <li>Different strategies to effectively address issues and challenges</li> </ul>

TABLE 2: Quality Risk Management Paper			
Ref.	Competencies	Syllabus objective	Syllabus detail
QRM1	An audit quality management specialist establishes quality objectives	By the end of the course, you will establish quality objectives in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>Definition, purpose, coverage, and options to establish quality objectives</li> <li>Considerations when establishing the quality objectives</li> <li>Writing quality objectives</li> </ul>
QRM2	An audit quality management specialist identifies quality risks	By the end of the course, you will identify quality risks in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>Definition, purpose, coverage, and options to identify quality risks</li> <li>Data gathering procedures and sources of information to identify quality risks</li> <li>Writing quality risks</li> </ul>

TABLE 2: Quality Risk Management Paper			
Ref.	Competencies	Syllabus objective	Syllabus detail
QRM3	An audit quality management specialist assesses quality risks	By the end of the course, you will assess and prioritise quality risks in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Methodologies in quality risk assessment</li> <li>• Assessment of likelihood and impact of quality risks</li> <li>• Prioritisation of quality risks</li> </ul>
QRM4	An audit quality management specialist designs responses to quality risks	By the end of the course, you will respond to the assessed quality risks in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Definition, purpose, coverage of responses to quality risks</li> <li>• Overview of EQR as response to quality risks</li> <li>• Identifying appropriate responses proportionate to the assessed level of quality risks</li> <li>• Implementation of risk responses</li> <li>• Tracking of implementation of risk responses</li> </ul>
QRM5	An audit quality management specialist implements responses to quality risks		
QRM6	An audit quality management specialist assesses and updates quality objectives, quality risks and assessments made, and responses to reflect the changes in the circumstances	By the end of the course, you will modify quality objectives, quality risks and assessments made, and responses as appropriate, to adapt to the changes in the nature and circumstances of the SAI or its engagements.	<ul style="list-style-type: none"> <li>• Identifying circumstances that would require changes to QRM</li> <li>• Frequency of revisions to the QRM process</li> </ul>
QRM7	An audit quality management specialist prepares sufficient and appropriate documentation for quality risk management process	By the end of the course, you will document the results and implementation of quality risk management in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Form and content of documentation for quality risk management process</li> <li>• Tools and templates from SoAQM Playbook</li> </ul>

Table 3: Monitoring and Remediation Paper			
Ref.	Competencies	Syllabus objective	Syllabus detail
MRP1	An audit quality management specialist plans the nature, timing and extent of monitoring activities	By the end of the course, you will plan the nature, timing and extent of monitoring activities in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Nature, timing, and extent of monitoring and remediation process</li> <li>• Annual planning of monitoring</li> <li>• Individual engagement planning</li> </ul>
MRP2	An audit quality management specialist monitors the system at the organisational level and reviews completed audit engagements	By the end of the course, you will perform monitoring at the organisational level and engagement level in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Data gathering procedures</li> <li>• Different levels of monitoring, purpose and their scope</li> <li>• Monitoring the implementation of responses to quality risks</li> </ul>
MRP3	An audit quality management specialist identifies deficiencies in the system	By the end of the course, you will identify deficiencies in the system based on the result of the monitoring at the organisational and engagement level.	<ul style="list-style-type: none"> <li>• Definition and distinction of findings and deficiency in the context of monitoring and remediation</li> <li>• Identification of findings</li> <li>• Determination whether findings constitute deficiencies</li> </ul>
MRP4	An audit quality management specialist analyses root causes of deficiencies	By the end of the course, you will identify the root causes of deficiencies using appropriate tools.	<ul style="list-style-type: none"> <li>• Relevant methodology for root cause analysis to identify the underlying causes of identified deficiencies</li> <li>• Application of the relevant methodology in root cause analysis</li> </ul>
MRP5	An audit quality management specialist evaluates deficiencies in the system	By the end of the course, you will assess the pervasiveness and severity of deficiencies identified during the monitoring process.	<ul style="list-style-type: none"> <li>• Definition of severity and pervasiveness of deficiencies</li> <li>• Assessment of severity and pervasiveness</li> <li>• Prioritisation of assessed deficiencies</li> </ul>
MRP6	An audit quality management specialist designs effective remedial actions	By the end of the course, you will design remedial action to address the root causes of the deficiencies.	<ul style="list-style-type: none"> <li>• Definition and types of remedial actions</li> <li>• Formulation of appropriate actions to address identified deficiencies</li> <li>• Implementation process (setting timeline and assigning responsibilities)</li> </ul>
MRP7	An audit quality management specialist evaluates whether remedial actions have been	By the end of the course, you will evaluate whether remedial actions have been appropriately designed, implemented and are effective.	<ul style="list-style-type: none"> <li>• Assessing appropriateness and effectiveness of remedial actions</li> <li>• Follow-up process</li> </ul>

Table 3: Monitoring and Remediation Paper			
Ref.	Competencies	Syllabus objective	Syllabus detail
	appropriately designed, and implemented.		
MRP8	An audit quality management specialist reports on the result of monitoring and remediation process	By the end of the course, you will prepare a report that appropriately reflects the result of monitoring and remediation.	<ul style="list-style-type: none"> <li>• Contents and structure of effective monitoring and remediation reports.</li> <li>• Relationship with the evaluation process</li> </ul>
MRP9	An audit quality management specialist prepares sufficient and appropriate documentation for the monitoring and remediation process.	By the end of the course, you will prepare sufficient and appropriate documentation for the monitoring and remediation process in accordance with the revised ISSAI 140.	<ul style="list-style-type: none"> <li>• Form and content of documentation for monitoring and remedial actions and retention requirements</li> <li>• Tools and templates from SoAQM Playbook</li> </ul>

Table 4: List of competencies addressed in entry requirements	
Ref.	Competencies
CC1.1	Applies ISSAIs and principles in IFPP relevant to SAIs' mandate
CC1.2	Uses core audit skills as per framework developed under ISSAI 150, and basic IT skills
CC2.1	Exercises emotional intelligence through self-awareness, self-management, awareness of others, and management of relationships
CC2.2	Acts in the public interest
CC2.3	Upholds ethical behaviour
CC2.4	Displays personal accountability
CC2.5	Exercises sound professional judgment and scepticism
CC3.1	Displays understanding of the stakeholders, their roles and needs relevant to system of audit quality management
CC3.2	Applies proficient language/ communication skills
CC3.4	Produces value-adding reports
CC4.1	Contributes to SAI Performance
CC4.2	Manages project plan
CC4.4	Shows team management skills
CC4.5	Fosters continuous learning